

AGENCY NAME:	SC Confederate Relic Room and Military Museum		
AGENCY CODE:	H960	SECTION:	30

Fiscal Year 2015-16
Accountability Report

SUBMISSION FORM

AGENCY MISSION	The South Carolina Confederate Relic Room and Military Museum serves as the State's military history museum by collecting, preserving, and exhibiting South Carolina's military material culture from the colonial era to the present, and by providing superior educational experiences and programming.
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AGENCY VISION	As the oldest continuing history museum in South Carolina, with the greatest military history artifact collection in the state, the SC Confederate Relic Room and Military Museum aspires to be the primary resource for all who seek to learn about South Carolina's proud and courageous martial tradition, as one of the original thirteen colonies and as the eighth state of the United States.
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Please state yes or no if the agency has any major or minor (internal or external) recommendations that would allow the agency to operate more effectively and efficiently.


RESTRUCTURING RECOMMENDATIONS:	Yes. The museum needs to fill an existing FTE or re-purpose an existing staff position (which would have a negative impact on the museum) to create a position to oversee day to day operation of the museum, thereby freeing the Executive Director to increase revenue by soliciting donations and building the foundation. The museum currently has two unfilled FTEs and another FTE filled by a part-time worker. Staff has been reduced by one third since the Great Recession.
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Please identify your agency's preferred contacts for this year's accountability report.

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	<u><i>Name</i></u>	<u><i>Phone</i></u>	<u><i>Email</i></u>
PRIMARY CONTACT:	W. Allen Roberson	803 737-8096	arobers@crr.sc.gov
SECONDARY CONTACT:	N/A		

I have reviewed and approved the enclosed FY 2015-16 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR (SIGN AND DATE): (TYPE/PRINT NAME):	
	<div style="text-align: right;">9/20/2016</div>

BOARD/CMSN CHAIR (SIGN AND DATE): (TYPE/PRINT NAME):	

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AGENCY'S DISCUSSION AND ANALYSIS

FY 2015-16 Accountability Report Narrative

Part 1 – Review of FY 16

I. Agency's FY 2015-16 Objective (FY Year ending 6/30/16):

A. Continue to Increase Museum visitation, positive media attention, and revenue:

1. Sustain the increases in walk-in visitation from the success of *Paths of Destruction: Sherman's Final Campaign* through upcoming exhibits.
 - (a) Expand the schedule to keep up *Paths of Destruction: Sherman's Final Campaign* through the FY16 school year.
 - (b) Bring in inexpensive, easily installed exhibit for the 100th Anniversary of SC in World War I, playing to the success of the museum's well-remembered 2008 90th Anniversary, large WWI exhibit.
 - (c) Continue the Main Gallery upgrades by exhibiting the substantial new artifacts donated in FY15 – FY16.
2. Try to build on the success of the programs connected with *Paths of Destruction: Sherman's Final Campaign* to maintain attendance increases, despite not having funds to fill a new Public Programs Coordinator position.
3. Resolve how to offset 25% drop in school group tours in FY14 and FY15 due to the SC State Museum's redesign (Planetarium, 4-D Theater, and Observatory) which moves visiting school groups away from the SC Confederate Relic Room and Military Museum, and leaves no time for joint tours of both museums.

B. Develop Exhibit Plan and Budget for the Confederate battle flag from the State House by January 1 as directed by the SC General Assembly.

C. Reorganize Membership program and Build Foundation through Fundraising Campaign to purchase C.A. Huey Collection to increase fundraising and revenue and to raise museum's academic profile nationally and internationally as a small, but significant research institution.

D. Hire new Curator of History and reorganize existing personnel for more efficient operation.

1. FY16 Budget Request to fill FTE with an assistant director and development staff person was not appropriated.
2. FY16 Request to fill FTE with a program coordinator to increase repeat visitation was not appropriated (part of State House Battle Flag feasibility Study and Budget).
3. Museum staff's workload has significantly increased because of:
 - (a) Developing Plan for State House Battle Flag
 - (b) Reporting to and working with new Museum Governing Commission
 - (c) Taking on more duties previously associated with the Budget and Control Board

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(d) Conducting a major fundraising campaign for the *C.A. Huey Collection* of imported English Civil War artifacts

(e) Need to begin work on a major SC in Vietnam exhibit for the 50th Anniversary

E. Again attempt the Reutilization and Reorganization of Museum Non-Collections Storage Space leading to Grant-funded Compact Storage for Museum Collections, Part of the Museum's Strategic Plan, in FY16-17.

II. Accomplishments during FY 2015-16 Relative to FY16 Objectives:

FY16 was the most difficult year in the South Carolina Confederate Relic Room and Military Museum's modern history since opening at the Columbia Mills Building in 2002. Staff and budget shortages, (from Great Recession state budget cuts) remained an acute issue for the operation of the museum. No major exhibits had been planned due to cost of, and limited funds to follow, the very popular *Paths of Destruction: Sherman's Final Campaign*. A rebuilding year was planned.

A small exhibit, *Trench Maps: Military Cartography on the Western Front* opened June, 2015 for the 100th Anniversary of World War I, but this was the only new exhibit until an equally small but more-well-received exhibit opened (see information on this exhibit, below).

Two unforeseen events dominated FY16:

(1) The removal of the State House Confederate Battle Flag, due to the horrible Charleston Massacre, and subsequent transference to the SC Confederate Relic Room and Military Museum for eventual display, required a proposal from the museum. A detailed and comprehensive Feasibility Study and Budget for the exhibition of the State House battle flag, along with the needed expansion of the museum, was developed during the first half of the fiscal year and submitted at the end of December. This feasibility study cost the museum's operating fund \$26,443, which impacted the museum's FY16 budget, and was not approved. The State House Battle Flag exhibit remains an unfunded mandate.

(2) A proposal to relocate the museum to Charleston, unintentionally created the appearance of instability with the public, and generated concern about the future of the museum among its supporters. The museum lost a specific, major SC artifact donation directly because of this perception of instability.

Both events generated constant media attention at a time when the museum had its most severe staff shortages in twenty years, with no staff to handle media relations and constant requests for information and interviews. As a result, these two events dominated the museum's director's time in FY16 severely interrupted FY16 goals and plans. Deficiencies in the museum's budget and staffing became greatly apparent during this period.

During the same period, the SC Confederate Relic Room and Military Museum was transferring from an agency under the old Budget and Control Board to an independent agency governed by the SC Confederate Relic Room and Military Museum Commission, appointed by the Governor, Senate, and House. The museum was very fortunate in the outside selection of

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its Commission, who supported the staff through the difficult events of last fiscal year, and advised the Director throughout the year. Especially valuable to the museum's transition was Commission Chairman George Dorn who served as a welcome advisor the Director, with years of state government experience.

Additionally, the SC State Museum's FY15 "Windows to a New World" renovation changed the Columbia Mills Building, very much improving the building as a public facility, but also impacting the SC Confederate Relic Room and Military Museum. Changing the north to south axis of the building to an east west axis, and moving the tour group and school group traffic away from the SC Confederate Relic Room and Military Museum entrance and common atrium, reduced joint school tour visitation. School attendance has shrunk by 1/3 since FY14. Overall, FY16 attendance was the lowest in ten years following a trajectory of four years of rising visitation since the Great Recession and our third highest visitation year in FY15 over a 14 year period.

Despite being buffeted by these external issues, the museum still enjoyed considerable success as outlined below:

A. Education Program

- (1) Total School Attendance was down approximately 1000 in FY16, and had already dropped by 2000 the year before after the reopening of the new layout of Columbia Mills where schools attending the State Museum disembarked at the new planetarium rather than in the atrium, in front of our entrance, prior to renovation.
- (2) Overall tour attendance in FY16 did not decline in FY16 from FY15 because the loss in touring students was deliberately offset, for the short term, by increasing Home School Friday program, church youth group tour, and Lunch and Learn program attendance.

B. Exhibit Program

- (1) ***Paths of Destructions: Sherman's Final Campaign*** – This medium-scale Cistern Gallery (2400 sq. ft.) exhibit opened in November 2014 and was on display through May 2016. This exhibit was highly successful in attracting attendance, particularly during the 150th anniversary of the burning of Columbia time period (January-March 2015). *Paths of Destruction* featured our most intricate built-environment to date: a life-size replica of Main Street Columbia the night of the burning that included sound and scent elements. It also included an interactive map table and quiz, along with audio boxes with unique voice recordings relaying first-hand accounts of events during Sherman's campaign. This was the most creative exhibit design that we've installed to date, with the inclusion of so many interactive elements and unique custom features, such as the Camp Asylum diorama and the burning of Columbia mural. *Paths of Destructions: Sherman's Final Campaign* was the most popular exhibit in the history of the SC Confederate Relic Room and Military Museum.
- (2) ***Trench Maps: Military Cartography on the Western Front, 1914-1918*** – This small "added attraction" gallery (only 450 sq. ft.) opened in June 2015 and was on display through March 2016. It was guest curated by archeologist Jim Legg. It featured a unique custom installation method for the 20 authentic World War I trench maps used in the exhibit, as well as one case with WWI trench map-related artifacts, all from Jim's

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personal collection. A WWI-themed lecture series accompanied this exhibit in June-July 2015.

(3)“...make no Doubt we shall carry this post...”: **The History and Archaeology of Fort Motte** – This small “added attraction” gallery (only 450 sq. ft.) exhibit opened April 22, 2016 and will be on display through February 25, 2017. It examines the siege of the British Garrison at Fort Motte in Calhoun County, near St. Mathews, and features excavated a great many Patriot and British artifacts, most of which have never been on display, including weapon fragments, ammunition, pottery, buttons, coins, arrowheads and much more, that comprehensively tell the siege of Fort Motte by Frances Marion, the Swamp Fox, and Light Horse Harry Lee, which has never been exhibit to the public before! As guest curator James B. Legg states, “This exhibit boasts an extensive collection from the archaeological investigations at Fort Motte. All of the material was gathered in the course of archaeological research between the 1960s and 2016, mostly work conducted by the SC Institute of Archaeology and Anthropology (SCIAA), USC.” This exhibit marks the second time the museum has partnered with SCIAA to display dug artifacts in recent years; however, it is the first time an exhibit is solely based on an archaeological collection. Legg presented a museum lecture on the history of Fort Motte in April 2016. This exhibit has been very popular with school groups interested in learning about the Revolutionary War in SC as well as college students, and Midland citizens interested in the Revolutionary War.

- C. **Exhibit Media Relations:** In addition to an extensive advertising campaign for the museum and our exhibits in a variety of media, we also received specific coverage in:
- (1) Columbia Metropolitan – Paths of Destruction highlighted in the November issue
 - (2) The State – article on Fort Motte
 - (3) WIS TV – interview and article on Fort Motte
 - (4) Free Times – articles on Fort Motte
- D. **The museum was able to hire a new Curator of History for creating exhibit content and managing the Museum Archives & Research Library.**
- (1) Dr. Hamer has extensive experience as Curator of History at the SC State Museum and as an Archivist at USC’s South Caroliniana Library
 - (2) His extensive knowledge of the history of SC’s military bases and will utilize this knowledge and connections to produce a major 50th Anniversary of SC in the Vietnam War exhibit, and related programs, scheduled for FY18.

III. Collections

The SC Confederate Relic Room’s greatest success was the purchase of 77% of the *C.A. Huey Collection*, the greatest collection of English imported arms and equipment used in the American Civil War. The C.A. Huey Collection paints a comprehensive picture of how the South fought the War Between the States, and South Carolina’s major involvement in the Trans-Atlantic, international aspect of the American Civil War. Its scholarly value is immense, and the Enfield rifles, pistols, swords, bayonets, leather equipment, and British made rifle and cannon ammunition are, for the most part, in pristine condition. Some of the weapons are even engraved or marked “SC” by the British merchants.

The entire *C.A. Huey Collection* was valued at \$809,450 and the estate of the late C.A. Huey, who had assembled this collection for over forty years, wanted the museum to buy the whole collection over a

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three year period. With a FY15 \$390,198 appropriation from the SC General Assembly, the museum in FY16 was able to renegotiate and convince the Estate to allow the SC Confederate Relic Room and Military Museum to buy the most important artifacts in the Collection, roughly 77% of the Collection, for \$620,800, with the remaining \$230,602 paid through donations and museum revenue. This is the most major one-time acquisition in the Museum's in over 100 years!

The museum also had a great year of other acquisitions: *Artifacts acquired for the SC Confederate Relic Room Artifact and Archival Collections:*

7/3/15, 7/16/15	WWII and Vietnam weapons, uniforms, artifacts
7/15/15	Caps, license plate, posters commemorating Korean War
9/2/15	SC Mexican War Palmetto Regiment Silver Medal in case
9/10/15	Uncirculated CSA banknotes
9/30/15	Glass lantern slide, French, American soldiers in WWI
10/20/15	1847 letter to Postmaster regarding James Patton Hardy, Mexican War
3/11/16	Russ Pritchard (purchase) – English double-barrel Civil War shotgun, carried by a SC Confederate soldier.
3/25/16	Transfer from the Orangeburg County Historical Society – Artifacts of Howard Clinge, World War II hero.
4/26/16	Powder horn of John Adam Lightsey
5/3/16	John Hammond Moore – WWI and WWII art and artifacts

These Artifacts were officially accessioned (added) to the Museum Collection in FY16:

2015.1.1-9	Letters, photographs, book on Steve Flaherty, Vietnam War hero from Columbia
2015.2.1	Framed photo of Sgt. Steve Flaherty, Vietnam War hero from Columbia
2015.3.1	Anonymous – Pin: Nazi wound badge
2015.4.1-41	WWII and Vietnam weapons, uniforms, artifacts
2015.5.1	Southern Cross of Honor of James Edwin Stevenson
2015.6.1	1847 letter to Postmaster regarding James Patton Hardy who fought in the Mexican War
2016.2.1	SC Mexican War Palmetto Regiment Silver Medal in case
2016.3.1	Russ Pritchard (purchase) – English double barrel shotgun
2016.4.1-23	CA Huey Estate (purchase) – initial portion of The English Connection Collection (partial)

Artifacts conserved: Hampton Legion Beaufort District Troop flag – Textile Preservation Associates (in progress), estimated cost of \$14,306 was donated to the museum. No museum funds expended.

Part 2 – Planning for FY 17 and Long-Term Strategic Planning

V. FY17 SC Confed. Relic Rm. & Military Mus. Strategic Planning and Goals **A. Develop one Major and one Minor Exhibit for FY17.**

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- (1) A retrospective on American artist Xanthus Smith during the War Between the States, utilizing the Southern Maritime Collection art collection
 - a. Includes borrowed artwork from prestigious institutions
 - b. Curated by former McKissick Museum Director & art expert for nominal expense
- (2) Exhibit on Fort Jackson for the 100th Anniversary
 - a. Museum has good collection of early WWI Camp Jackson artifacts
 - b. Helps solidify Midlands support of the SC Confederate Relic Room
- B. Continue to develop cost and space efficient Exhibit for State House Battle Flag.**
- C. Work on Major Exhibit on the 50th Anniversary of SC and the Vietnam War for FY18.**
- D. Increase Education Program Numbers and Attendance.**
 - (1) Increase School tour attendance
 - a. Post Card Mail outs to elementary & middle schools
 - (2) Field Trip Zoom
 - (3) Develop new school programs according to standards
 - (4) Renew contact with Dept. of Education to promote programs, etc.
 - (5) Visit appropriate Midlands schools
 - (6) Develop new programs & workshops for Home School Friday
 - (7) Increase church tours & contact Midlands Churches
 - (8) Begin Development of Scout programs & troop attendance
 - (9) Attempt to solicitation of motor coach tours
- E. Submit analytical Self-Study for American Alliance of Museums' Reaccreditation, due 7/1/2017.**
 - (1) Maintain museum's status of only 1 of 13 Accredited Museums out of 224 SC Museums
 - (2) SCCRRMM earned accreditation in 2004. First review since then.
- F. Implement Non-Collections Storage Plan and Finish by end of FY17.**
- G. Contract PR and Marketing Firm to Promote museum's exhibits, events, & programs.**
 - (1) Reverse any negative effects of proposal to relocate the museum to Charleston
 - (2) Minimize effects of State House Confederate flag controversy
 - (3) Help Increase visitation, revenue, & membership
 - (4) Exhibit Design Curator formerly handled media relations but has reduced her hours to 10 hours a week. Museum cannot afford to hire replacement at this time.
- H. Develop and Grow Museum Membership Program.**
- I. Develop Foundation as a 501(c)(3) Museum Fundraising Organization.**
- J. Review all aspects of museum security and staff safety re: Confederate flag controversy.**
 - (1) Review and update Museum S.O.P in relation to Active Shooter prevention & reaction
 - (2) Review & increase all museum 24 access & protection procedures & safeguards
 - (3) Review & implement additional security cybersecurity, papers files, & all sensitive information
- K. Successfully install *Proficio* Collections Management Software**
- L. Successfully update Gift Shop data in *Point of Sale*, Admissions Desk software system**

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M. Address Senate Education Oversight Subcommittee Report Issues

- (1) Address lack of statutory mission and Commission duties
- (2) Update Collections policy, procedures, and forms relative to Commission governance
- (3) Increase diversity of funding

N. Continue fundraising to purchase significant remaining *C.A. Huey Collection* Artifacts (as much as 23% remaining to purchase)

O. Work with State Library in Scanning & digitizing (at no cost), for online access, the *Colin J. McRae* Archival Collection of 1000 British invoices of Civil War weapons, ammunition, & equipment and 2500 related Confederate government and family papers, that complements the *C.A Huey Collection*.

P. Scan and digitize for online access, the *USS Columbia* Collection of small artifacts, papers, correspondence, photos, maps, & reunion material of the Pacific War light cruiser & capital city namesake (large, flat-bed scanner to be partially purchased with major donation from *USS Columbia* Association).

Q. Conduct Comprehensive Inventory of Archives

R. Accomplishing FY17 Goals May Require Existing Staff Realignment

V. Four SC Confed. Relic Room & Military Museum Long-Term Strategic Goals

- A. Continue to position the Museum as SC's Preeminent Military History Museum.**
- B. Increase Revenue through Admissions, Gift Shop Sales, Membership Program, & Foundation.**
- C. Increase Attendance with popular and well-designed Exhibits like *Paths of Destruction: Sherman's Final Campaign* and a Program-centered Operation.**
- D. Raise Southeastern & National Prominence of the Museum with the final acquisition of *C.A. Huey* Collection and combine it with the *Colin J. McRae* Archival Collection to increase the museum's national scholarly reputations, by producing a ground-breaking Civil War military history exhibit utilizing the two collections.**

VI. Strategic Challenges

- A. Great Recession Operating and Staffing Budget Cuts Severely Impacts the Museum's ability achieve its FY17 and long term strategic goals.**
- B. Development of Museum Support Foundation is essential to long term success of museum.**
- C. Museum needs to transform to a program/event-driven operation to attract visitors and increase revenue.**
- D. Layout of newly reconstructed SC State Museum may impact long-term prosperity unless the SC Confederate Relic Room and Military Museum adapts.**
- E. Need to open to the public every Sunday instead of just the first Sunday of the month to maximize attendance and revenue, but need additional staff to do so.**